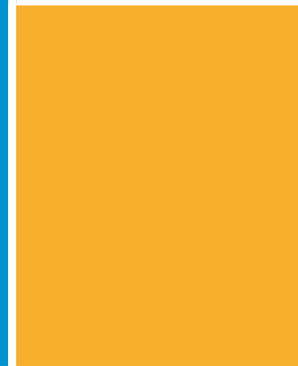


ANNUAL REPORT & ACCOUNTS 2020/21

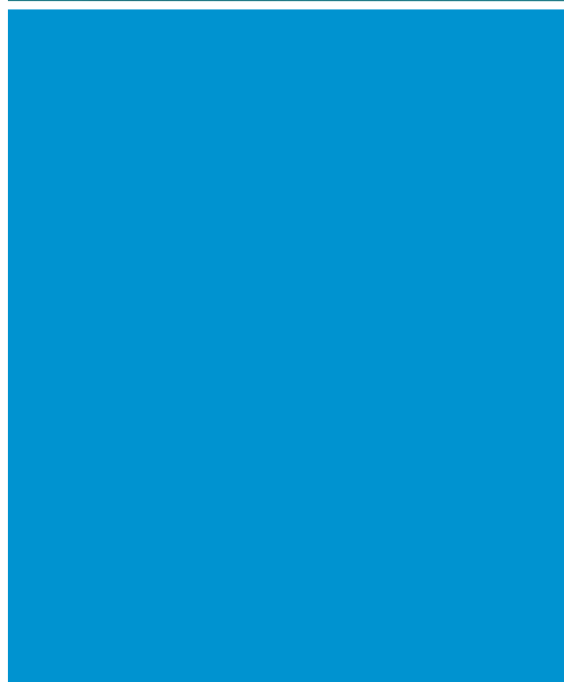


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Visit www.outward.org.uk
Search 'OutwardHousing'





- engaging
- enabling
- empowering



Message from the CEO



Life since 2020 has been full of uncertainties and challenges for us all and definitely for Outward, yet despite these it has been a successful year for Outward. I hesitate to say this in the dreadful circumstance but we have emerged as a stronger and better organisation. The worth of our Board, our staff and our volunteers has been truly tested and certainly not found wanting. I am pleased to say Outward is not alone in this and that across social care the worth of staff, in particular front line staff, has been proven and now is the time that we should all be working to ensure they receive a reasonable reward for their work. This is certainly something Outward has been trying to do with moving towards ensuring all our staff receive at least the London Living Wage. I was very pleased that the Outward Board agreed a bonus for our staff in 2020 as a small token to acknowledge their work and efforts during the pandemic.

What amazed me were some of the individual responses from our staff showing their dedication to the people we support and ensuring they were properly supported through incredibly difficult times even when COVID infections were high and some of the people we support were infected. During these times I know we all appreciated how hard it was for many of the people we support and for their families who were denied face to face contact and those important hugs that we all need.

Now looking forward I am pleased to say all our services were rated Good by CQC throughout the pandemic and since when actual inspections have been reinstated. We are now focused on how we can support people to build back their lives, raise their expectations and promote their wellbeing. We have held celebrations as well as remembering the people we have lost, working together to support each other over the roller coaster of the last years and dealing with the impact and legacy it has left. Thankfully in 2021 we have seen the wide scale vaccination of the people we support and our staff which will assist us all in working safely going forward.

Peter Little
Outward CEO

Message from the Chair

It has taken a huge team effort over the last year to make sure we did all we could to ensure the safety of the people we support. We have done much more besides to help them positively continue having fulfilling lives through infections, lockdowns and restrictions. Not only at Outward, but throughout the country, social care staff, families and volunteers have reacted with dedication, bravery and sheer hard work to continue to safely support vulnerable and disabled people. I am truly grateful and full of admiration for all our volunteers and colleagues in Outward who came to work to ensure our front line services continued to be safely delivered. Many of our staff became ill themselves, some seriously.

At the start of this dreadful pandemic, like everyone else, we had to deal with huge challenges: ensuring we had enough PPE, quickly organising new systems to deal with the issues we faced such as being able to fast track recruit suitable new staff and adopt virtual working to support our front line services.

The Board of Outward quickly learned that we can make major changes swiftly. That is one of the many lessons from this pandemic we have learned and will ensure that we continue to benefit from in future.

Tragically a number of the people we support died from COVID in our older people's services and in our learning disability services. Our condolences and sympathies are with our colleagues, friends and families who lost people. The long term effects of COVID are not yet over, but I am confident that Outward will continue to rise to the challenges ahead.

Jackie Ballard

Chair of the Outward Board



People we
support are
at the heart
of everything
we do.

More than just support

The upheaval and risks the social care sector faced from the COVID pandemic in 2020/21 have been unprecedented and, like all care and support providers, Outward faced significant challenges for which we had to adapt and innovate, finding new ways of meeting the needs of the people we support and supporting our colleagues.

Our priority throughout the pandemic has been 'safety first', ensuring we had adequate levels of PPE for staff and the support and systems in place to maintain excellent infection control standards, but also to support people with their mental wellbeing and provide interesting, safe activities at home and in the community during restrictions.

COVID-19 had a disproportionate and significant impact on the lives of people with learning disabilities, autism and older people. Made worse by the shocking levels of deaths among people with learning disabilities who are eight times more likely to die from COVID-19 than the general population. In Outward we sadly lost a handful of people we support through the pandemic but even one person is far too many and they will be greatly missed. We celebrate their lives later in this report.

We are immensely proud of our amazing, committed and caring colleagues who continue to work tirelessly to keep people we support and house as safe as possible, but also going above and beyond to prioritise people's mental wellbeing and trying to keep life as 'normal' as possible despite their own fears and concerns in the initial months of the pandemic.

We also thank the amazing volunteers who stepped forward to assist and brought energy and positivity through Zoom and phone calls keeping people busy with fun activities and being a friend when people felt isolated and anxious.

Moving forward we are building on the positivity, energy and innovation we have fostered during the pandemic and our major focus is now on new outcomes for the people we support, who, like us all, have had their lives on hold, but who are now looking to move forward and find new opportunities for active and fulfilling lives.



Pictured clockwise: Tenants at Century Court, Gospel Oak Court, Church View and Forest Glade.



building on **positivity, energy and innovation**

More than just a home

Catherine House in Hackney is another example of the successful partnership between Outward and Newlon Housing Trust to create high quality, innovative housing options for people with disabilities. The eight self-contained flats which were opened in late 2019 provide an adapted environment which offers independence and social opportunities for people aged 18 to 30, mainly with profound and multiple learning disabilities, who may have additional health conditions and complex needs.

Five of the flats are specifically adapted to fully meet the needs of individuals who may be wheelchair users. All of the flats in the block have wet rooms and there is a large modern communal space for social opportunities. Wi-Fi and assisted technology throughout the building provides the standards any young person expects in 2021.

Our local social and leisure group the 'Hub Club' is also based in Catherine House and available to tenants. Hub Club supports adults with learning disabilities and autism spectrum conditions who want fun and engaging day opportunities and activities. The members of the group decide on activities and session contents, and there are partnerships with lots of community organisations. This means that people really get involved with projects happening across Hackney.

Our team at Catherine House are highly trained to meet each individual's needs, often complex health and communication needs. Professionals and family feedback that our staff are proactive, responsive, and demonstrate good practice in their work.



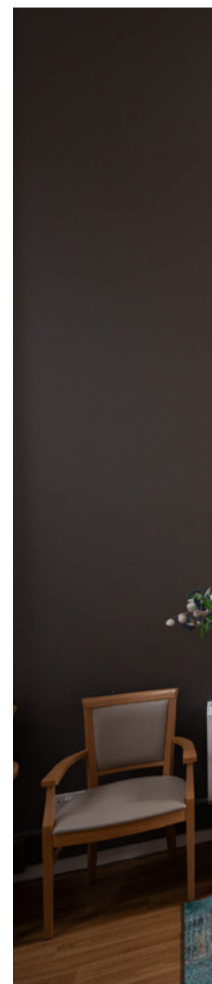
The welcome was lovely from staff working at Catherine House ... the management team were very supportive.

Family member



I am very pleased with the communication, care and support X is receiving from staff. The way staff have quickly adopted, understood and cope with the complexity of X's needs. I think the service is very responsive and proactive at seeking the right support from professionals in a timely manner. My thanks goes to all the staff who work with X.

Care Coordinator





Pictured on this page:
Catherine House communal
space (main left), life at
Catherine House (above
and left).

high quality, innovative housing

More than just a holiday

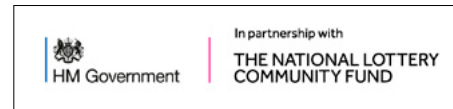
In 2012, following consultation with people we support about how best to utilise our charitable reserves, Outward bought Nutley Edge, our holiday complex in the beautiful East Sussex countryside.

We offer regular, supported activity holidays which people use as an alternative to traditional respite but also just to have a break, meet new people, try new activities and enjoy all that the Ashdown Forest and local area has to offer.

When the pandemic hit in March 2020 we sadly had to put our breaks on hold as the country went into lockdown. However we kept in close contact with our regular guests and families and we were hearing loud and clear that, when restrictions lifted, our breaks would be in more demand than ever.

Many of the people who come on our breaks either live alone or live with families who are primary carers. Where people were required to shield or day services and other support services closed, people were unable to get out and family carers were exhausted and even more isolated than usual caring for long hours without respite.

We were determined to get our breaks up and running as soon as possible but, to make the breaks as safe as possible, we had to reduce numbers attending, increase infection control and staffing levels, all of which increased costs; costs we knew family carers couldn't afford. That's when the National Lottery Coronavirus Community Support Fund stepped in to help.



The National Lottery Funding in 2020 and follow up support from National Lottery Awards for All in 2021 helped pay for the additional measures needed and enabled those most in need to attend with part or fully funded places between lockdowns.

This made so much difference to people's lives as families as you can see from the quotes from guests on the opposite page.

We are back with our usual programme of breaks. We continue to fundraise to ensure more people in need of respite or people isolated or lonely, but without access to funds, can improve their wellbeing, make new friends and start to enjoy life again at one of our breaks.

A generous legacy gift this year has also meant we were able to purchase a yurt as a much needed additional activity space to run more fun workshops and events on our breaks. A huge thank you to all our brilliant supporters and kind donors who make people's holiday dreams come true with their support and donations.

If you would like to know more about our breaks, how to book or support us please go to nutleyedge.org.uk and download our leaflet. We'd love to hear from you.

Pictured opposite: Alfresco lunch, the Nutley yurt provides a cool respite and cookery on a Nutley Edge activity break.



“

The changes that have occurred over the last 18 months and the various lockdowns have had an extremely negative effect on M's mental health and wellbeing.

The fact that he was able to go to Nutley Edge and have such a fun and enjoyable time gave him such a boost. It raised his spirits and he is always so animated and happy when he returns home. M's break has such a positive impact on our mental health too.

It gives my husband and I time to recharge our batteries. It brings a sense of normality back to our lives, even if it is only for 5 days!

Family of Nutley Edge guest



Good to be away from home, Nutley Edge makes me feel very confident.

Nutley Edge guest

I had a lovely time, I feel warm here and the staff are lovely.

Nutley Edge guest

More than just volunteering

Our Volunteering and Community Engagement programme is central to our ethos of enabling people with a learning disability, autism, or other support needs to fully participate in their communities. Outward has a strong tradition of volunteering – the organisation was founded by volunteers, and many people we support receive volunteers' time or volunteer themselves.

During the COVID pandemic the skills and commitment of our team of volunteers has complemented our statutory support services more than ever. During lockdown and beyond, our volunteers and staff took their creativity and sense of fun to Zoom, where people we support took part in parties with a secret DJ and 80s theme, chess, quizzes, singalongs, dance-along workshops, Valentine's celebrations, Children in Need events and our monthly social. An online entertainment pack was curated with activities from concerts, musicals, plays, opera, ballet, circus, movies, museum virtual tours and animal live webcams. Two brilliant groups of volunteers from City and Islington College led the 'Outward Volunteer Activity Group' and other volunteers' achievements include a Healthy Easy Recipes Cookbook and accessible video, art and craft instructional videos and exercise videos.

Volunteers befriended people in different and innovative ways. One volunteer had the brilliant idea to 'Zoom' from London landmarks; another volunteer provided telephone befriending all the way from India.

The participants of the Zoom drama sessions were supported to devise, film and edit a short series called

'My Life During Lockdown'. The brilliant 'Buxton Life in Lockdown' film has been submitted to the Oskia Bright Film Festival, the world's leading learning disability film festival.

To enable people to access more online and to help manage the loneliness of lockdown, we applied for and were delighted to be awarded a Digital Lifeline Grant, a project funded by the Department for Digital, Culture, Media and Sport, to get devices, data and digital skills support to people with learning disabilities. This funded 40 tablets with accessories for people we support which really provided a digital lifeline enabling people to connect with friends, have video calls with family, order food to be delivered among other things.

We know that the commitment and creativity of the volunteer team has significantly supported people's health and wellbeing during COVID and this wouldn't be possible without the amazing funders supporting these crucial activities and people who give their time and talents for free to help others. Thank you all.

As communities open up, our volunteers will continue to play a central role supporting people to rebuild confidence, take part in everything the community has to offer and live as full a life as they choose. We plan to build on the incredible contribution of our volunteers during COVID and expand our volunteer team. To make this happen we need to raise funds and have been building our fundraising capacity to do this.



Pictured on this page:
Volunteer-led Halloween
Walk (main) and a volunteer
supporting at a Vegan
Baking Workshop donated
by Mother Works in Hackney
Wick (above).

Meeting more needs

Positive Behaviour Support



Recognising the importance of Positive Behaviour Support (PBS) approaches in delivering high quality care and support to people with a learning disability or autism, the Outward Board approved further investment for Outward to expand our PBS programme and expertise during 2020/21.

Building on our core PBS training programme we partnered with Consultant Clinical Psychologist Dr Steven Carnaby (pictured above), to further embed PBS through clinical supervision for managers of our complex needs services, undertaking functional behaviour assessments, periodic service reviews with teams, and a comprehensive new training programme of reflective practice, trauma informed PBS and active support.

This partnership and investment has brought about positive results in building staff confidence and skills. Most importantly, it has also resulted in a reduction of incidents of concern and an increase in positive outcomes for people we support

Moving forward, we will continue our successful partnership with Dr Steve Carnaby to support our teams to deliver quality housing and support to people with more complex needs in line with the Transforming Care Programme. We have now also recruited a new full-time senior PBS role.

Young people

The Outward Young People's team supports 38 young people living in our Hackney supported housing schemes. Some of these residents have come to us as single homeless referrals, others are care leavers and a few have come to the UK as asylum seekers.

The pandemic hit the UK's population of young people hard and our residents were no exception. Those at college suddenly found themselves forced to study online with no in person teaching, others working in the 'gig economy' were initially put on furlough but eventually lost their jobs. And of course social distancing and lockdown measures meant restricting the usual stream of residents' guests to a bare minimum at times and moving support sessions to telephone or Zoom calls. Many young people found this a lonely and isolating time but our staff did all they could to keep people's spirits up.

Thankfully, all the young people have emerged relatively unscathed and most are now back at work and happy to be heading back in person to college. In fact, we are so proud that 88% of our residents are now in education, training and/or employment which is a great achievement.

As may be imagined, many of our young residents have troubled backgrounds, having lived with family dysfunction and some having experienced significant trauma before being referred to Outward. In order to more effectively support those affected, we have introduced a new concept to the service – psychologically informed environments, designed to create a service which



responds to and meets the psychological needs of the people supported. To this end, we have started a programme of trauma-informed training and coaching for the team, with an emphasis on encouraging self-reflective practice, a deeper understanding of trauma on young people's mental and physical health, and developing the skills of staff members, such as active listening. Additionally, residents have been co-producing upgrades to the living environments, resulting in a new kitchen at one scheme, upgraded communal bathrooms where needed, pictures and plants appearing in communal areas, and repainting of communal areas.

We are excited to be opening Queensdown Road in 2021, a supported project that will provide new, high quality modern one bed flats in a sought after part of Hackney and which will enable young people to take a next step to lower support and independence.



Pictured on this page: New supported living project at Queensdown Road.

On opposite page: Dr Steven Carnaby.

Statement of financial activities for the year ended 31 March 2021

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Income from:						
Donations and legacies	126,803	9,581	136,384	16,505	-	16,505
Charitable activities:						
Rent	3,322,646	-	3,322,646	3,209,676	-	3,209,676
Service Charges	2,300,427	-	2,300,427	2,124,703	-	2,124,703
Care and tenancy support	12,266,619	-	12,266,619	12,498,986	-	12,498,986
Investments	224,420	-	224,420	193,037	-	193,037
Other	24,259	-	24,259	20,849	-	20,849
Total income	18,265,174	9,581	18,274,755	18,063,756	-	18,063,756
Expenditure on:						
Raising funds	-	-	-	-	-	-
Charitable activities:						
Rent	3,527,596	-	3,527,596	3,292,809	-	3,292,809
Service Charges	2,071,887	-	2,071,887	2,386,708	-	2,386,708
Care and tenancy support	11,703,730	-	11,703,730	12,348,007	-	12,348,007
Other	159,627	9,581	169,208	136,041	-	136,041
Total expenditure	17,462,840	9,581	17,472,421	18,163,565	-	18,163,565
Net income/(deficit) before net gains on investments	802,334	-	802,334	(99,808)	-	(99,808)
Net gains on investments	438,168	-	438,168	(165,909)	-	(165,909)
Net income/ (deficit) before other recognised gains and losses	1,240,502	-	1,240,502	(265,717)	-	(265,717)
Gains on revaluation of fixed assets	69,723	-	69,723	-	-	-
(Losses)/gains on defined benefit pension schemes	(494,751)	-	(494,751)	654,244	-	654,244
Net movement in funds	815,474	-	815,474	388,527	-	388,527
Reconciliation of funds:						
Total funds brought forward	6,821,691	34,206	6,855,897	6,433,164	34,206	6,467,370
Total funds carried forward	7,637,165	34,206	7,671,371	6,821,961	34,206	6,855,897

Balance sheet as at 31 March 2021

	2021		2020	
	£	£	£	£
Fixed assets:				
Tangible assets		459,958		829,105
Investment properties		2,902,400		1,990,000
Investments		1,070		1,070
		<u>3,363,428</u>		<u>2,820,175</u>
Current assets:				
Debtors	1,768,844		1,788,998	
Cash at bank and in hand	<u>5,397,035</u>		<u>5,230,872</u>	
	7,165,879		7,019,870	
Liabilities:				
Creditors: amounts falling due within one year	<u>1,822,653</u>		<u>1,913,363</u>	
Net current assets		<u>5,343,226</u>		<u>5,106,507</u>
Total assets less current liabilities		8,706,654		7,926,682
Creditors: amounts falling due after one year		<u>208,282</u>		<u>634,785</u>
Net assets excluding pension liability		8,498,371		7,291,897
Defined benefit pension scheme liability		<u>827,000</u>		<u>436,000</u>
Total net assets		<u>7,671,371</u>		<u>6,855,897</u>
The funds of the charity:				
Restricted income funds		34,206		34,206
Unrestricted income funds:				
Designated funds	2,300,000		1,752,477	
Revaluation reserve	718,005		648,282	
Pension reserve	827,000		436,000	
General funds	3,792,161		3,984,932	
Total unrestricted funds		<u>7,637,165</u>		<u>6,821,691</u>
Total charity funds		<u>7,671,371</u>		<u>6,855,897</u>

All of the results in the statement of financial activities are derived from continuing activities. There are no other recognised gains or losses other than those included in the statement. The financial summary represents Outward's financial statements for year ended March 2021. For a better understanding of the Charity's financial position and the results of its operations, please refer to the detailed, audited financial statements which can be obtained from our registered office, Newlon House, 4 Daneland Walk, Hale Village, London, N17 9FE.

Remembering those we supported who died during COVID pandemic



Susan Justice

Susan was a massive Tottenham Hotspur fan and would talk about the Premier League with staff and handyman, Stephen, when he visited.

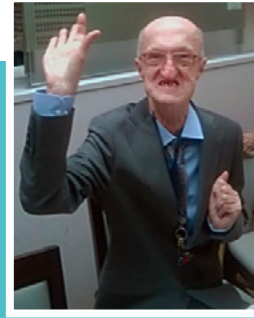
Susan was the central focus of all residents who would like to relax in the communal areas at Century Court. She was able to talk to anyone and made everyone feel welcome and is missed immensely by everyone, residents and staff alike.



Jennifer Dawkins

Jennifer's smile and laugh would speak a thousand words.

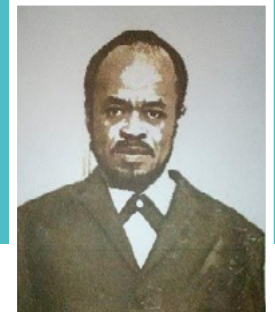
Everyone had a soft spot for Jennifer, who loved to draw while attending various activities within the function room. She always gave people a reason to smile, especially when she laughed because it was so inviting for others to join in. Jennifer is truly missed.



Leslie Plume

Leslie Plume lived at Carterhatch from its opening in 1996. He was very happy when his shared home was rebuilt and he was able to have his own flat, something he had dreamed of for a long time. He took pride in decorating his flat and filling it with photos of family and friends.

He enjoyed introducing himself as 'James Bond' particularly when dressed up in his bow tie and suit! Everyone who lived with and worked with him over the years will have fond and lasting memories.



Mr Buchanan

Mr Buchanan was 95 years old. He was born in Jamaica and came to live in the UK. He moved into Century Court in August 2017 where he lived with his wife until she passed away a couple of years ago.

Mr Buchanan will be remembered for making all the staff smile with his jokes and witty humour.

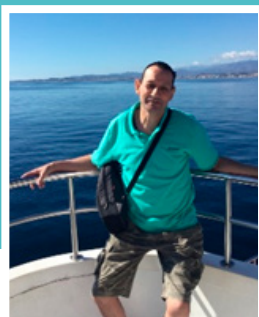


John Holden

John was a kind man who enjoyed being out and about.

John lived at Church Lane and then moved to Primrose Road in 2011.

John sadly passed away in August 2020 and is missed by all.



Barry Corbett

Barry will be remembered by all as a vibrant, polite and talkative character. He lived his life to the full, enjoying spending time with his 'family friends' the O'Neils, at Nutley Edge and on various other holidays over the years.

Advocate and close friend Tony O'Neil told us on Barry's passing "since he has been in your care he has been the happiest and most cared for in his adult life".



Jacqueline Barker

Sadly Jacqueline, who was known to everyone as 'Jacky from Church View', passed away in December 2020 at the age of 73.

Jacky was a strong individual, full of character who was loved and valued by residents, staff and family alike.

Although she's gone her memory still remains with everyone at Church View as her twin sister still visits every other Sunday.

Her kindness, sense of humour and presence is greatly missed by all.



Christine Walker

Christine was a truly wonderful, generous and kind lady.

She had a great sense of humour and was always looking for ways to help out others in any way she could.

Very rarely was Christine's first thought ever about herself and she has massively touched the lives of all who were lucky enough to get to know her. She is missed very much.



Margaret Hanson

Margaret was a kind and caring lady who had a passion for art. Margaret was a regular at Nutley Edge and loved nothing else but to enjoy the peace and quiet of the site and people that worked there. All staff at Nutley Edge greatly miss her presence.



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Registered office: Newlon House, 4 Daneland Walk, Hale Village, London, N17 9FE.

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